

11 December 1969

MEMORANDUM FOR: Dr. Howard Ehrmann

SUBJECT: Progress Report on CIA History During the  
Dulles Period

1. In my effort to devise a workable framework for dealing with the nine Dulles years, and some scheme for covering the multitude of matters with which the DCI's office was concerned, I am proceeding on the basis of three main headings, which seem to cover the three main responsibilities of the Director. These are (1) coordinating the activities of the community and producing coordinated national intelligence, (2) serving as principal intelligence advisor to the President and the NSC, and (3) managing the Agency, including covert action support of US policy objectives. After discussing these functions in general terms, I propose to treat in more detail specific examples of each which will deal with the reality of the problems faced.

2. To date, aside from introductory material, I have concentrated on the coordinating function. I have in first draft some 215 pages of text. This is in addition to some 110 pages of text which I produced when I had a different theory of organization, but some of which I will be able to use.

3. Most of what I have done has been on the basis of documents. Finding the right documentary material requires a great deal of tedious reading. I expect to talk to a great many people when I have the documentary base established. This will undoubtedly add flesh to the bones. I am trying to avoid writing up anything which will be, or has been, covered in other historical program documents. It all takes a great deal more time than I thought it would when I started.



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